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ER-2655-86  
NIC-03066-86

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NIC 03066-86  
26 June 1986

NOTE TO: Director of Central Intelligence  
Deputy Director of Central Intelligence

FROM: Acting Chairman, National Intelligence Council


1. I would like to propose a change of procedure in the administrative handling of SRP evaluations of our Estimates through consolidation of the package in which the DCI sees them.

- In brief, I propose that SRP comments on first NIE drafts be held for the DCI by the Executive Secretariat for the few days until the NIC is able to respond to SRP suggestions and incorporate them into a second draft.
- In this way the DCI would be able to view all in one consolidated package: the first draft, SRP comments upon it, the NIC's memo responding to SRP suggestions, and the second draft with incorporated changes based on SRP comments.

2. The advantages are that the DCI would be able to see a comprehensive package of ongoing work all at one time. It would serve to avoid some of the past problems of confusion among various drafts reaching the DCI's office at different stages. The DCI would still see the memo again after coordination before releasing it to NFIB.

3. I have discussed this procedure with the SRP. After much consideration and discussion they believe this procedure might be workable; they believe there are some tradeoffs involved, and they are willing to discuss it with the DCI among other things next Tuesday, July 1. In principle the SRP is willing to give this new procedure a chance on a trial basis for the next few months.

4. I believe this concrete procedure implements the spirit of the DDCI's memo of 10 June on the same subject. A draft memo is attached.

  
Graham E. Fuller

cc: SRP

Attachments:  
Draft Memo  
DDCI Note

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D R A F T

NIC 02973-86  
23 June 1986

MEMORANDUM TO: D/Exec Staff  
All NIOs  
NIC/AG  
SRP

FROM: Graham E. Fuller  
Acting Chairman, National Intelligence Council

SUBJECT: Handling of SRP Comments on NIC Work

1. In order to implement the DDCI's memorandum (attached) on the handling of SRP comments on NIC work, the following will represent our new procedures:

- Each NIO will forward to the SRP a copy of the proposed TOR or draft Estimate for SRP comments.
- The SRP will address their comments separately to the DCI and to the NIO.
- The Executive Secretary will hold the SRP memorandum for the Director pending response from the NIC.
- Upon receipt of SRP comments the NIO will decide how he wishes to incorporate those suggestions, i.e., what portions he accepts and what portions, if any, he disagrees with.
- The NIO will draft a memorandum to the Director explaining how they have handled the SRP comments, specifically what changes or additions have been introduced, etc.
- The NIO will send up to the Director and to the SRP a package which will include the SRP comments on the left, the NIO response on the right, and a copy of the revised draft. This version of the paper will be the first time the Director will see the paper and can judge the extent to which the SRP comments have been accommodated.

This Memo is Classified  
SECRET in its entirety.

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- The SRP may on occasion request that a copy of the first draft, i.e. the copy upon which they based their comment, be also included for the Director. Upon such specific SRP request, the first draft should be placed under the SRP comments on the left side of the package and should be clearly marked as the original draft.
- The Executive Secretary will attach the original SRP memorandum to the Director to the package.

2. This procedure should save the Director some time in allowing him to review an improved version of the paper rather than having to view it twice--before and after SRP comments. It will also avoid past problems of the Director receiving the wrong copy of the draft and drawing erroneous conclusions.

Graham E. Fuller

Attachment:  
DDCI Memo

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**EXECUTIVE SECRETARIAT**  
**ROUTING SLIP**

TO:

		ACTION	INFO	DATE	INITIAL
1	DCI		X 4		
2	DDCI		X 5		
3	EXDIR				
4	D/ICS				
5	DDI				
6	DDA				
7	DDO				
8	DDS&T				
9	Chm/NIC	X 1			
10	GC				
11	IG				
12	Compt				
13	D/OLL				
14	D/PAO				
15	D/PERS				
16	VC/NIC				
17	SRP	X 3			
18	ES		X 6		
19	C/S		X 7		
20	ER		X 2		
21					
22					

SUSPENSE \_\_\_\_\_ Date \_\_\_\_\_

Remarks

To 9 & 17: Please put this guidance re revised procedures in effect as soon as possible.

Executive Secretary  
10 June 1986

Date

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Executive Registry

86- 2655

10 June 1986

NOTE TO: Acting Chairman, National Intelligence Council  
Senior Review Panel

FROM: Deputy Director for Central Intelligence

1. The Director just finished reading an NIE with which he had a number of problems and agreed heartily with SRP comments. What he did not realize was that the estimate had already been substantially revised to take into account SRP comments. This is not the first time he has had to read documents twice because of this confusion of paper. (C)

2. Henceforth, the NIO should provide the SRP with a draft estimate, the SRP should prepare a memorandum for the Director with their comments on the draft, and the NIO should make appropriate revisions to the draft and prepare a note for the DCI and me on which SRP suggestions were accommodated and which were not -- and why. The revised draft estimate, the SRP comments and the NIO response should all be forwarded together to the Director and Deputy Director. In some cases, it may be worthwhile to include the initial draft examined by the SRP so that we can see the problems they were concerned about even if they have been corrected by the NIO. (C)

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Robert M. Gates

P-208-15

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C1 By Signer